



Release to the Australian Securities Exchange

Adairs Limited

Transition of Group Chief Financial Officer role

Monday 10 November 2025

Adairs Limited (ASX: ADH) advises that Ashley Gardner, Group Chief Financial Officer, has reached agreement with the Board to leave the Company to pursue a new opportunity.

Ashley will continue in his role through a transition period to ensure a smooth handover of responsibilities to a replacement Group CFO. The Company will now commence a search process for a successor.

The Board and Management thank Ash for his significant contribution to Adairs over the past six years. During his tenure, he played a pivotal role in strengthening the Group's financial and operational foundations and was instrumental in driving its M&A activities, supporting the execution of the Group's multi-brand growth strategy.

The Board and management team wish Ash every success in his new role.

A further announcement will be made in due course regarding the appointment of a new Group CFO.

ENDS

Authorised for release by the Board of Adairs Limited.

For further information, please contact:

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About Adairs Limited

Adairs Limited (ASX: ADH) is a leading omnichannel specialty retailer operating across Australia and New Zealand. The Group offers a diverse range of home furnishings, furniture, and home décor through three distinct brands: Adairs, Focus on Furniture, and Mocka. Each brand is design-led, sources and procures its own products, and retails through owned or controlled channels. All businesses are customer-focused and service-oriented, operating as wholly owned subsidiaries of the Company and functioning independently in all material respects.

Adairs head office is in Melbourne, Australia. For further information visit our investor relations website www.investors.adairs.com.au